Department of the Navy
Your Part In Hiring Reform

"Brown Bag" Instruction to the hiring process for the Hiring Manager and HR professional

PARTICIPANT GUIDE

Table of Contents

Workshop Objectives:

After completing this workshop you will be able to:

- Discuss the purpose, roles, resources and benefits of the new federal hiring reform.
- Discuss the overall steps of the hiring process and how hiring reform has influenced these steps.
- Discuss the purpose of JOAs and when to collaborate on JOAs.
- Discuss successful collaboration and factors that contribute.
- Confirm and discuss roles, tools, key functions and sources of candidates within the hiring process.
- Confirm and discuss roles, purpose, and category rating requirements for JOAs.
- Confirm and discuss roles, types, strategies and types of tools for assessment selection.
- Discuss certificate selection, preparation and guidelines in selection of candidates.
- Discuss when to use a structured interview.
- Discuss tools, retention and engagement methods and tips for on-boarding.

	Welcome and logistics • Facility rules • Classroom rules • Restroom locations • Materials and handouts **Parking Lot**

Introduction

The President recently initiated improvements to the way the federal government recruits and hires its civilian workforce. On May 11, 2010, the president issued a memo citing the "complexity and inefficiency of today's federal hiring process," and declaring that it is keeping "many highly qualified individuals from seeking and obtaining jobs in the federal government."

Among other changes, the executive memo called for a more hands-on approach from federal managers in the hiring of new talent. Specifically, he directed agency heads to "require that managers and supervisors with responsibility for hiring [be] … more fully involved in the hiring process" as well as being held" accountable for recruiting and hiring highly qualified employees and supporting their successful transition into federal service."

The memo makes clear that one key to improving the federal hiring process is for federal managers to have greater involvement in developing their workforce needs.   Human resources professionals need to streamline the process and both parties need to collaborate toward their common goal of a quality workforce.

The updated hiring procedures include:

- The elimination of the requirement to submit answers to essay style questions at time of initial application
- Allowing the use of a resume and cover letter.
- Providing for selection among a larger number of qualified applicants with the use of the category rating approach to assess applicants rather than identifying and picking from the top three scored candidates ("Rule of Three") in competitive examining recruitment.

Managers and supervisors will be:

- More fully involved in the hiring process, held accountable for recruiting, hiring, and transitioning highly qualified employees.

Other improvements include:

- Improve the quality and speed of hiring.
- Notify applicants applying of the status of their applications at key points in the application process.

Notes:

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1	# The Purpose, Roles, Resources and Benefits

The purpose for the new Federal Hiring Reform and its benefits

- The ultimate purpose of hiring reform is to improve the overall Federal hiring process to make sure applicants:
  - Once hired, are assimilated quickly into their respective new organizations in order to become as effective as possible in their current position
  - Understand the hiring process
  - Receive timely and clear communications to manage their expectations
  - To improve collaboration, process, timing and the quality of candidates.

Misconceptions surrounding hiring:
  - _____
  - _____
  - _____
  - _____
  - _____

Notes:

Hiring Reform: Quick Reference

Overall Changes and the HR Role

Job Analysis

Federal regulations require that each hiring and placement effort be based on a job analysis The job analysis identifies critical information about the job including:

• The basic duties and responsibilities of the job

• The competencies/ knowledge, skills and abilities required to perform the duties and responsibilities

• The factors that are important in evaluating candidates

Assessment Strategy

The assessment strategy can no longer include narrative responses to KSA at time of the initial application.   Occupational questionnaires based on job analysis will be utilized to assist in making accurate and merit based distinctions among candidates.

Job Announcements

Job announcements will be simplified and shortened to no more than 5 pages.

Accepting Resumes and Cover Letters

Agencies must now allow applicants to submit cover letters in addition to resumes in order to target additional information to the hiring manager.

Screening and Assessment (Competitive Examining)

Hiring reform requires that for competitive examining, the category rating procedure be used rather than traditional methods using the "rule of 3" approach.

The stated purpose of category rating is to increase the number of eligible candidates from which you, as the selecting official, can choose while preserving veterans' preference rights.

Hiring Manager Role Enhancements

The Hiring Manager's Role

The President's memo requires the hiring manager to become more fully involved in the hiring process, including:

Planning Current and Future Workforce

A hiring manager should be involved in and aware of key organizational workforce planning. Both the HR office and the hiring manager should confirm the workforce planning prior to completing a job analysis.

Identifying Job Skills

A hiring manager should have a major role in job analysis and assessment development.

Engaging Actively in Recruitment and Interviewing

A hiring manager should be actively involved in all stages of the recruitment and hiring process.

On-boarding – The hiring manager should drive the on-boarding process. With long-term retention of the new talent as a primary goal, a hiring manager should work with their HR staff to develop an organized orientation program to create a positive first impression. They should also look at establishing a year-long program to drive employee engagement.

Hiring reform direction - HR and Hiring Managers – continue to work together.

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What is meant by being <u>more fully involved</u> in the process (from the President's Memorandum)?

- Plan current and future workforce requirements within their program area and engage actively in recruiting diverse and qualified talent
- Partner with HR to assess hiring needs, **complete the job analysis** (e.g., identify skills required for job), and select the assessments used for rating and ranking applicants
- Conduct timely interviews
- Support transition into Federal service

The process steps for the hiring process are described in 8 steps.

1. Conduct workforce planning.
2. Collaborate with HRSC on assessment strategy (Conduct job analysis, develop assessment, and define quality categories).
3. Create and post a job opportunity announcement (JOA).
4. Receive applications and notify applicants.
5. Evaluate applications, issue certificate of eligibles, and notify eligibles.
6. Conduct interviews and make selection
7. Make tentative job offer.
8. Conduct On-Boarding and employee engagement.

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Workforce planning and the benefits

- Workforce planning is a systematic process for identifying the human resources required to meet an agency's mission and goals, and developing strategies to meet these requirements.

- <u>Benefits:</u>

- _____

- _____

- _____

Notes:

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1. Conduct Workforce Planning (Validate the Need Against the Workforce, Staffing, and Recruiting Plans, Review the Position Description)		
Ownership	***Days**	**Tasks**
Hiring Manager	Ongoing	- Review workforce, succession, and staff acquisition plans. - Review recruitment plan to identify the resources and sources for recruitment. - Understand the skills gap in the organization.
Hiring Manager	2	- Create RPA (SF-52) to fill the position. - Obtain approval of the RPA (SF-52). - RPA is sent by manager or their organization designee to the HRSC.
Hiring Manager Human Resources - HRO	2	Review the position description: - Review position description for currency and accuracy of the duties and occupation. - Identify changes to the position. - Verify risk level designation. - Verify sensitivity level/clearance eligibility.

A Hiring manager's early involvement in workforce planning and partnering with HR to assess hiring needs, complete the job analysis, and select the assessments used for rating and ranking applicants drives the Job Opportunity Announcement **(JOA).**

- The JOA drives getting **qualified** applicants.

Communicate the Plan
Organizations should ensure that any information regarding planning and /or recruitment strategies be sent to their HRO and HRSC in advance of actual recruitment efforts.

For HR, to be informed of an activities' planning and recruitment strategies in advance provides the opportunity to coordinate resources and plan overall workload. This helps to meet the demand and necessary timeframes.

Notes:

Request for Personnel Action (RPA)

For the Department of the Navy (DON), RPAs will be sent directly from the activity manager or their organization designee (e.g., administrative officer, etc.) to the HRSC. RPAs generally will not flow through the HRO unless the activity leadership requires it.

Notes Page - The RPA will include the following information in the notes page:
- Contact information (name, telephone number, and email address) for Selecting Office (the person authorized to approve the selection);
- Subject Matter Expert (the supervisor or supervisory designee who has expert knowledge about the vacancy);
- Alternate Selecting Official and/or Subject Matter Expert, if available.

The RPA should include
- Classified Position Description or Performance Objectives or reference number of the latter if maintained by an HRSC;
- Area of Consideration (i.e., DoD, Current Federal, etc.);
- Statement of experience or key job-related functions that manager expects to see of high quality candidates that will indicate their ability to successfully perform the duties of the position to be filled;
- Selecting Official/SME: name, phone number, e-mail address, and/or Alternate Selecting Official/SME: name, phone number, e-mail address.

NOTE: If the position information attached to the RPA does not contain the following information, the following information should be included in the RPA notes:

- Title, Series, Grade
- PD Number (attach PD/OF-8 if available)
- Duty Location
- UIC
- ORG Code
- Cost Code
- Special Circumstances - i.e., security clearance, drug test, medical (physical), travel, financial disclosure required (form), shift work

How does collaboration between a hiring manager and HR on a job analysis affect the outcome of a hiring effort? What are the benefits?

- It is another way hiring managers can help to ensure quality hires.
- Only the hiring manager truly understands what is really required on the job.
- HR cannot do this alone.
- Benefit is having a quality hire and expediting the hiring process.

Notes:

Available OPM and the DON resources

- DON HR Portal.
- HR uses the <u>Delegated Examining Operations Handbook,</u> Appendix G as a resource for job analysis.
- It contains a description of the process to be used in developing a job analysis and forms used to document the process. It is located on the OPM website at:

  http://www.opm.gov/deu/Handbook_2007/DEO_Handbook.pdf

- The MAX Federal Community (MAX) is a shared site used by the OMB and Federal agencies to share information and collaborate.
  - o Registration is available to Federal Government personnel and government contractors with a valid .gov, .mil, or .fed.us email address. MAX
  - o Is a collaborative network/community of practice (MAX) to share best practices within OPM, agencies, and HR community
  - o Is updated daily with a blog for posting questions with answers provided within 24 hours
  - o Includes areas to provide comments to inform OPM of barriers and successes, and to suggest modifications to improve the process.
- OPM has made a number of upgrades to the USAJOBS site to make it more efficient and user-friendly.
- <u>USAJOBSRecruit (anticipated in 2011).</u> USAJOBSRecruit provides tools (e.g., School Sorter, templates, checklists), job aids, learning modules, information on effective recruiting strategies, and webinars.
- USAJOBSAssess will launch by December 2010 and serve as a centralized source of online assessment tools available for agency use in filling vacancies.
- The Hiring Reform Web page can be accessed at: http://www.opm.gov/hiringreform.
- Facebook and Twitter.
- Bite-Size Awareness Training
  - Through a Web training called "The Harried Professional" (part of the HR Made Simple Training series), OPM is offering free "bite-size" training sessions as well as more in-depth seminars for HR professionals and line managers.
  - Many topics are already posted:
    - Introduction to Hiring Reform
    - Hiring People with Disabilities Made Simple
    - Applying for Jobs Using Schedule A
    - Category Rating
- Hiring Manager's Checklist.

Check - Key Messages in this section

- Purpose of Federal Hiring Reform – to improve collaboration, process, timing and the quality of candidates.
- Dispel misconceptions about hiring – is not only an HR function/role.
- The HR Business Partner has a more focused role – working closely with HR throughout the hiring process.
- Collaboration between the Hiring Manager and the HR professional is crucial to the success of the hire.
- Workforce planning establishes the specific organizational needs of the position and allows for planning a JOA.
- There are resources available to assist in hiring reform.

Notes:

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2	**Conduct Job Analysis, Develop Assesment and Category Rating Under Hiring Reform**

2. Collaborate with HRSC on Assessment Strategy (Conduct Job Analysis, Develop Assessment, and Define Quality Categories)

Ownership	Days	Tasks

Hiring Manager
HRSC
	4	Conduct job analysis:
		
		▪ Hiring manager and their HRSC collaborate.
		
		▪ Identify the critical duties and responsibilities of the job.
		
		▪ Identify the knowledge, skills, and abilities (KSAs) or competencies required to perform the duties and responsibilities of the job.
		
		▪ Rate KSA/ competencies to determine final rating factors to be used in the assessment strategy.
		
		▪ Use KSA/competencies to identify the important tasks in the position. Each task is linked to each rating factor.
		
		▪ Document the job analysis process for future use.
		
		Develop the Assessment:
		
		▪ Identify and use an assessment tool based on:
		   o KSAs/competencies identified in the job analysis
		   o Grade level of the position to be filled
		   o Validity of the assessment
		   o Expected number of applicants
		   o Resources such as raters and automated systems
		   o Time to develop
		   o Cost
		
		▪ Determine availability of an existing assessment tool or develop/procure a new tool such as:
		   o Structured Interview
		   o Crediting Plan/Rating Schedule
		
		● Build or modify the assessment: Write task statements for each critical KSA/competency

Establishing an assessment strategy includes:

Assessment Strategy Development Process	
Step 1	Collaborate to develop an assessment strategy, confirm the job analysis and identify the critical KSAs/competencies required for the position.
Step 2	Develop the minimum qualification statement.
Step 3	Write Task Statements to measure the performance of each KSA identified during job analysis.
Step 4	Evaluate the assessment process. Did the assessment identify the best qualified candidates for the position?

Conduct a Job Analysis

A job analysis identifies:

- The basic duties and responsibilities of the job;
- The competencies/KSAs required to perform the duties and responsibilities;
- The factors and related tasks identified as important in evaluating candidates.

NOTE: OPM has guidance for converting a current crediting plan, supported by a previous job analysis, to an occupational questionnaire.

Develop Assessment
The second task in step two of the hiring process is to develop an assessment. This includes:
- Identify and use an assessment tool
- Determine availability of an existing assessment tool
- Identify and define categories for rating categories.

- Identify and use an assessment tool based on relevant considerations such as:
  - **KSAs/competencies identified in the job analysis –** what are they?
  - **Grade level of the position to be filled** – will assessment questions match the level?
  - **Validity of the assessment** – does it help to identify a candidate?
  - **Expected number of applicants** – will the tool help with the number of applicants?
  - **Resources such as raters and automated systems** – are there enough resources?
  - **Time to develop** – will it be developed in the time required?
  - **Cost** – does it support the hiring cost expectations? Too expensive?

Under hiring reform, hiring managers will be held accountable for enhancing the effectiveness of the Federal hiring process.

Assessment Effectiveness

- It is critical for organizations to identify, select, and promote employees with the competencies necessary to perform the job successfully.

- When there is a good fit between the competencies needed to perform the job and the tool used to assess them, there is more likelihood of a win-win situation for hiring managers and employees.

The assessment strategy development process is part of the larger hiring process that feeds into the JOA (job opportunity announcement) and includes many steps:

1. Confirm the Job Analysis
2. Determine the rating categories
3. Identify the assessment tool and factors
4. Continue with hiring process

Roles - The assessment strategy development

1 = Hiring Manager (HM) serves as the SME and HRSC completes the Job Analysis.

2 = Hiring Manager determines the rating categories after consulting with HRSC.

3 = Hiring Manager identifies KSA's, grade, # of applicants, budget, time resources available to assess the job, HR consults with the Hiring Manager to identify 1 or more tools to assess applicants.

4 = both HR and the Hiring Manager.

Considerations for an assessment strategy and types of assessments.

Technology-based assessment tools are very useful when you have large numbers in your applicant pool. Automated tools are often used in a multiple-hurdle approach to separate the basically eligible candidates from those who do not meet the basic qualifications.

Face validity relates to an applicant's perception of the fairness of an assessment tool. If the assessment does not appear related to the job for which they are applying, applicants may question the entire selection process. Your JOA must explain to applicants how they will be evaluated.

Subgroup differences are the most common basis for challenging a selection. These challenges usually are based on claims of adverse impact based on substantially different passing rates among subgroups. Typical subgroups are race, ethnicity, gender, and age.

Development and administration costs are related to a particular hiring situation. Some assessment tools are more expensive to develop and administer.
> Ex. Multiple-hurdle assessment strategies generally increase costs. (screening, performance based assessment, and interview)

The HR professional and Hiring Manager should discuss this strategy together.

As part of the assessment selection process, HR or other professionals research specific products that measure the competencies identified for the job opportunity and select the appropriate tools. They will look for products that are both **reliable (consistent)** and **valid (accurate)**.

Types of assessment tools

- Currently for Navy, Structured Interviewing;
- Reference Checking; and
- Occupational Questionnaires.

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- To help you understand how assessment strategies are developed, OPM provides hiring managers with the Assessment Decision Tool (ADT), an interactive online decision tool. It is located on the Web at:

http://apps.opm.gov/ADT/ADTClientMain.aspx?AspxAutoDetectCookieSupport=1&JScript=1

Define categories for category rating (Competitive Examining):

The third task in the second step of the hiring process is to identify and define categories for category rating. This is to be utilized as part of the competitive examining process:

- Define quality categories for eligible candidates (hereafter "eligibles").

It is a new required practice for all agencies with delegated examining authority, as of November 1, 2010. All agencies with DEUs must have begun using category rating by November 1, 2010.

It is to replace the practice of solely choosing from the top three numerically scored candidates, also known as "the rule of three".

Category rating
- Category rating is part of the competitive examining process under Hiring Reform.
- The number of categories is established by agency policy; the categories are named; and their differentiating characteristics are established prior to posting the job opportunity announcement (JOA).
- The DON policy is to use 3 categories. They are: Best Qualified, Highly Qualified, and Qualified.

Purpose of category rating
- The purpose of category rating is to increase the number of qualified applicants who may be considered for a particular position, while preserving veterans' preference.

Relating Categories to the job
- Hiring managers collaborate with HR to establish the differentiating characteristics among categories for their job opportunity.
- Applicants are rated and placed into quality categories based on their proficiency in job-related tasks and competencies.
- Competencies are used to identify differences between quality of performance and qualifications among the categories.
- Hiring managers do not have a direct role in placing eligible candidates in the appropriate quality category (this is completed by HR). However, a hiring manager may collaborate with HR, serving as a subject matter expert, on defining the quality categories for eligible candidates ("eligibles").

Guidelines for defining quality categories

- The quality categories must be defined in advance of posting a Job Opportunity Announcement (JOA).

- Assessment results will be used to place candidates into appropriate quality categories.

- However, candidates will not be referred to hiring managers based on numerical scores.

- Under category rating, all candidates in a particular category are considered equally qualified.

- Results must distinguish differences in quality of performance and qualifications among the categories. It is these differences that will be used to place applicants into a category.

Check - Key Messages of Section 2

- Both the hiring manager and the HRSC are responsible for step two of the hiring process.
- Conducting a Job Analysis and developing an assessment are important tasks in preparing to find a candidate.
- Category Rating is part of the competitive examining process under Hiring Reform.
- Competencies are used to identify differences between quality of performance and qualifications among the categories.

3	**Create and Post a Job Opportunity Announcement**

3. Create and Post a Job Opportunity Announcement (JOA)

Ownership	Days	Tasks
Human Resources - HRSC	2	Identify required and optional items for a job opportunity announcement. (Open period and area of consideration is assumed under this.) Post JOA.

All Federal agencies who announce competitive job opportunities outside their agency (DoD) must use USAJOBs to do so.

Marketing of a position within a JOA

- If the position is not described correctly it may attract the wrong applicants.
- If the marketing of benefits and job duties is incomplete or lacking then it may not attract any of the desired applicants.
- Helps you clarify your own thinking and create messaging materials used to attract good candidates.
- Is important to convey the importance and experience the position will provide.

While planning for the job announcement, review existing documentation such as the job analysis, position description, and classification standards.

Review the following list of questions to ensure you have all the general information you need before proceeding to the JOA.

- Are the series and grade well established?
- Is the job permanent or temporary?
- How many positions are being filled?
- Where are the duty locations?
- Who may be considered?

- List of potential candidate sources
- Guidelines or ideas for possible assessment strategies and assessment tools

Commit to communicating early and often with your HR partner. Share what you know about the skills and abilities needed for your job. Determine who will be the primary author of the JOA.

Funding questions the HRSC may want to discuss with a hiring manager:
- What is included in the compensation package?
  - Signing bonus
  - Relocation expenses
  - Tuition reimbursement
- Are there any "special" funds available to fund the position, e.g., grants?
  - Is the money to fund the position in your operating budget for the year in which you will hire? Projected for the future?

JOA Best Practice – Use a Checklist

- Identify employee tasks, duties, and other job requirements
- Merge agency brand into JOA message
- Identify assessment strategy
- Identify candidate sources
- Identify the funding
- Meet deadlines

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT   5-4

In most agencies, it is HR's responsibility to develop the assessment strategy and select the assessment tools.

However, it is the responsibility of the HRSC and the hiring manager to discuss and plan the strategy as well as discuss information so that the sections of the JOA may be completed.

The best job announcements should:

- Start with an accurate and interesting description of the position;
- Be comprised of a clear, concise job summary and the job's career progression;
- Clarify the job duties;
- Describe requirements and assignments;

- Be clear of jargon;
- Describe qualifications for the position;
- Include an explanation of how applicants will be evaluated; ,
- Provide instructions on how to apply; and
- Be no longer than 5 pages.

Although responsibility for developing parts of the JOA varies from agency to agency, some JOA elements require the direct involvement of the hiring manager.   For some sections, standard language is developed by HR and used in all JOAs.

Notes:

JOA Collaboration Responsibilities			
JOA Section	**HR**	**Hiring Manager**	**Joint**
Job Summary			X
Activity/Organizational Information		X	
Key Requirements			X
Duties		X	
Qualifications			X
Basic	X		
Selective Placement Factor		X	
How You Will Be Evaluated	X		
How to Apply	X		
What to Expect Next	X		

Check - Key Messages of Section 3

- Effective JOAs require consultation between the hiring manager and the HRSC.
- JOA is a "teaser" and is a marketing tool for the position.
- Both HR and the hiring manager must plan and discuss relevant information for the JOA.
- Marketing of a position within a JOA is important and an effective method to attract candidates.

4	Receive Applications and Notify Applicants

4. Receive Applications and Notify Applicants

Ownership	Days	Tasks
Human Resources - HRSC	10	Accept applications during the open period of the JOA. Document receipt of applications. Notify applicants of receipt of their application. Close JOA based on the closing date. (USAJOBS will automatically remove the JOA from the Web site.)

Accepting Resumes and Cover Letters

OPM allows an agency to require submission of applications in a particular format or form, but may not require only electronic submission. The agency also cannot restrict the types of sources that applicants may use to create resumes. However, the agency can clearly specify the format in the job announcement.

JOAs may no longer require KSA essays. However, the occupational questionnaire can be used to collect an applicant's biographic data, employment information, and responses to job related questions.

Consider reasonable accommodation

- Individuals with disabilities and those who do not have Internet access will be applying and consideration of how to receive these applications must be considered.
- Not everyone has internet access.

Application receipt

- Applications should only be received during the open period.
- USAJOBS will automatically remove JOAs after the closing date.

Documentation of receipt of applications is important. Why?

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5   Evaluate Applications and Notify Applicants

5. Evaluate Applications, Issue Certificate of Eligibles, and Notify Eligibles

Ownership	Days	Tasks
Human Resources - HRSC	16	Evaluate applications for various factors, including minimum qualification determination, selective placement factors, and legal requirements. Rate applications based on the assessment tool, place eligibles in the appropriate category rating and apply veteran's preference eligibles ahead of non-preference eligibles. Notify applicants of results of qualification evaluation. Create and issue certificate of eligibles. Notify eligible and ineligible candidates.

A certificate of eligibles - Roles

- The hiring manager's role is to review applications of eligible candidates on the certificate and determine the best eligible candidates for the position (based on a review of the applications/resumes and all appropriate documents).
- Generally, HRSC's role in creating certificates is to:
  - Rate and rank application based on the application and results of the assessment tool;
  - Apply veterans preference;
  - Place eligibles in the appropriate quality categories.

The basic steps in assessment are:

Step 1	Apply the assessment tools to determine the applicant's rating.
Step 2	Rank eligibles in their quality category.
Step 3	Adjudicate veterans' preference.

Screening and Assessment (Competitive Examining)

Number of Categories (3) -

For the DON three quality categories (Best Qualified, Highly Qualified, and Qualified) must be established and defined. Quality categories should be written to reflect the requirements to perform the job successfully and to distinguish differences in the quality of candidates' job-related competencies.

Each quality category should be defined so that it will contain candidates who have demonstrated similar levels of proficiency on the critical job related competencies. You cannot establish a "not qualified" category rating.

Quality categories are established and defined by the hiring manager and the HR specialist when performing a job analysis. Some factors to consider when defining quality categories may include:

- Breadth and scope of competencies
- Increased levels of difficulty or complexity of competencies
- Successful performance on the job
- Level of the job

For competitive examining, hiring reform requires that the category rating procedure be used instead of one of the numerical rating procedures.

The three quality categories are:

- Best Qualified
- Highly Qualified
- Qualified

The stated purpose of category rating is to increase the number of eligible candidates from which you, as the selecting official, can choose while preserving veterans' preference rights.

Veterans Preference

Veterans preference is a major area of consideration when reviewing a certificate.

- They must be selected for the position.
- If there are no preference eligibles in the best qualified category you may select any candidate whose name appears.

Veterans' preference is absolute. Whenever a disabled veteran **(> 10% disability)** meets or exceeds the basic qualification standards, his or her name is placed in the highest quality category.

Veterans' Codes – Reference

Veterans' codes are associated with their names in referral certificates. Preference eligibles are those:

- With a service-connected disability of 30% or greater (**CPS**)
- With a service-connected disability greater than 10% and less than 30% (**CP**)
- With tentative preference (**TP**) (former active duty military)
- Eligible family members, based on complete disabled or deceased veteran preference, or Purple Heart veteran (**XP**)

Notes:

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Placement of Preference Eligibles with a Compensable Service-Connected Disability of 10% or More (CPS and CP)	Placement of Preference Eligibles with a Compensable Service-Connected Disability of 10% or More (CPS and CP)
For scientific and professional positions at Grade 9 or above	Place qualified CPS and CP preference eligibles above non-preference eligibles within the same quality category for which they are assessed. (CPS and CP eligibles do not "float" to the highest quality category.)
For all other positions (series) and grade levels	Place qualified CPS and CP preference eligibles at the top of the highest quality category. (CPS and CP eligibles "float" to the top of the highest quality category.)

Apply Veterans' Preference
HR Specialist, Series 201, Grade 11

Eligibles Ranked by Quality Category Based on Review of Qualifications & Assessment Tool(s)	Identify Preference Eligibles	Apply Veterans' Preference for Certificate of Eligibles
Best Qualified Ben Franklin Thomas Jefferson	**Best Qualified** Ben Franklin Thomas Jefferson	**Best Qualified** Cameron Rules (CPS) Ben Franklin Thomas Jefferson
Highly Qualified Joyce Rogers George Washington	**Highly Qualified** George Washington (TP) Joyce Rogers	**Highly Qualified** George Washington (TP) Joyce Rogers
Qualified Preston Foster Cameron Rules	**Qualified** Cameron Rules (CPS) Preston Foster	**Qualified** Preston Foster

Apply Veterans Preference - Example
CPS and CP preference eligibles are identified and placed at the top of the Highest-Qualified quality category. The appropriate preference code is placed next to their name.

- George Washington is a preference eligible with tentative preference (TP) and his name remains at the top of the Well-Qualified category. TP preference eligibles do not "float to the top" of the Highest-Qualified category.
- Cameron Rules is a veteran with more than a 30% service-connected disability. He has moved from the Qualified category and placed at the top of the Highest-Qualified category.

A hiring manager may not pass over a preference eligible to select a non-preference eligible unless there are proper and adequate reasons for passing over the preference eligible and the hiring manager obtains approval to pass over the preference eligible in accordance with 5 U.S.C. 3318.

Category Rating (New)	OLD Rule of Three (Not continued)
Assessment may be used to place eligibles in a quality category.	Points were added to assessment scores.
Applicants will be placed in quality categories (Best qualified, Highly qualified, and Qualified).	Assessment scores were listed on the certificate.
Preference eligibles are selected before non-preference eligibles.	Preference eligibles were selected before non-preference eligibles who had the same or lower score.
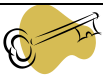
Check - Key Messages of section 5:

- Communication between the HRSC and hiring manager is key and both are involved in the process throughout – A hiring manager has some control over the numbers of eligibles.
- Veteran's preference is a major area of consideration within hiring.
- Category rating is the updated rating method and the "rule of three" is discontinued.

6	Interviewing – Structured and Conventional

6. Conduct Interviews and Make Selection		
Ownership	**Days**	**Tasks**
Hiring Manager	15	Review applications of eligible candidates in the highest category on the certificate: Determine the best eligible candidates for a follow-up interview based on a review of the applications/resumes and all appropriate documents. Schedule and conduct interviews: ■ Determine and follow agency policy on interviewing eligibles. ■ Schedule and conduct interviews either by the selecting official or panel. ■ Based on the job analysis, develop interview questions. ■ Train individuals, including supervisor or manager, if a structured interview is being conducted as part of the assessment process. ■ Identify best candidate(s) for the position based on selection criteria. ■ Check references, verify current and/or previous employment, conduct reference checks of current and/or previous supervisors and conduct personal reference checks of individuals identified by the candidate. Sign and return certificate: ■ Sign and return certificate identifying the selected individual for the position and note any failure or declination on the certificate. ■ The hiring manager will enter the other Action Codes (failed to respond, declinations, etc.) on the

- HRSC will verity that the selectee meets legal requirements for selection and notify the hiring manager
- HRSC will notify remaining eligibles that a selection was made.

Interviews are a great way to gather additional information on KSAs/competencies that are difficult to measure in an assessment questionnaire. Hiring managers may utilize a conventional or structured interview process.

Conventional interviews are freer flowing, general get to know the individual interviews. They are not typically scored. They are not recommended due to their difficulty in supporting selection decisions.

Structured and Conventional interviewing, what are the differences?

Conventional	Structured - (Preferred Method)
Candidates may be asked different questions.	All candidates are asked the same questions in the same order.
Candidates may be asked questions unrelated to the job.	Candidates are asked questions that are job-related and critical.
A standardized rating scale is not required.	All candidates are evaluated using a common rating scale.
Interviewers do not have to agree on acceptable answers.	All interviewers are trained and come to agreement on acceptable answers.
Conventional interviews can be susceptible to legal challenges.	Structured interviews are legally defensible.
Research shows they have little value in predicting job performance.	Research shows they are valid and valuable in predicting job performance.

Structured interviews give managers more job related information on a candidate. There are two ways structured interviews are typically used.

- First, agencies can use the structured interview as a part of the rating and ranking process whereby the scores on the structured interview are used as part of the final ranking.
  - **Note:** If structured interviews are used as part of a rating and ranking process, scores need to be provided back to the HRSC for input back into the system.

- Second, a hiring manager may be asked to verify candidates' qualifications for a job after they have been rated using other assessment methods, but prior to a hiring decision. In this second interview, candidates' responses are typically not scored.

Please consult with your HRSC to discuss rating and ranking process and structured interviews to determine which option will work best for your activity. A comparison chart is identified below:

The Interview
The competencies to assess will come from a job analysis and your overall assessment plan.

A good rule of thumb is to assess four to six KSAs/competencies in an interview. The criteria you will want to consider when identifying these are:

- Importance of the KSA/competency for success on the job
- Whether or not the KSA/competency is required at entry to the job – in other words, is this a KSA/competency that someone will need proficiency in on Day One of the job, or will they receive training on the competency?
- Usefulness of the KSA/competency for distinguishing average from superior performers
- Need to verify KSA/competencies from an earlier assessment – in other words, do you want to probe someone's experience further?
- Suitability of the KSA/competencies for an interview format – for example, critical general competencies such as oral communication or interpersonal skills are particularly well-suited to an interview format.

Notes:

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After the interviews, the hiring manager will:

- Check references, verify current and/or previous employment, conduct reference checks of current and/or previous supervisors and conduct personal reference checks of individuals identified by the candidate.
- Sign and return certificate identifying the selected individual for the position and note any reason of failure or declination on the certificate.
- Hiring manager will also enter the other action codes in the drop down menu within the Selection Manager system (ex. failed to respond, declinations, etc.) on the remaining/nonselected candidates and complete notification process.

Check - Key Messages of section 6:

- Structured interviewing is an effective approach to interviewing candidates.
- Ensure the certificate is complete with any applicable notes. HR will need as much information as possible when handling the returned certificate.
- The hiring manager has ownership of step 6 within the hiring process.

7	Make Tentative Job Offer

7. Make Tentative Job Offer		
Ownership	**Days**	**Tasks**
Hiring Manager Human Resources – HRSC, HRO	15	Hiring Manager will make initial contingent offer to his/her selectee. The HRSC will audit the certificate for compliance with laws and regulations and extend tentative job offer, including, soliciting and reviewing information from the selectee and notifying remaining eligibles that a selection was made. Initiate investigation at the appropriate level for the positions to be filled. Allow selectee to accept or decline the job offer and make necessary arrangements with current employer.

The hiring manager will make initial conditional offer to his/her selectee.

The HRSC will audit the certificate for compliance with laws and regulations and extend tentative job offer, including, soliciting and reviewing information from the selectee and notifying remaining eligibles that a selection was made.

Who makes contact with the applicant?

Currently, depending upon the activity, it could be the HRO or HRSC. Each activity should confirm this.

These tasks within step 7 of the hiring process involve the hiring manager, the HRO and the HRSC. Each plays an important part within this step of the hiring process.

The HRSC, HRO, and hiring manager will work closely during this step. The HRSC will audit the certificate for compliance with laws and regulations and identify back to the hiring manager whether the selectee meets all legal requirements.

The hiring manager will make initial contingent offer to his/her selectee. In doing this the hiring manager and the selectee have an early opportunity to build a positive employer-employee relationship.

The selectee will be allowed to accept or decline the job offer and should make necessary arrangements with their current employer.

The HRSC will solicit notify remaining eligibles that a selection was made.

Communication between the hiring manager and the HRO and HRSC should remain timely and is still considered crucial to the overall efficiency of the process.

Most importantly, the timely contact with the selected candidate (selectee) is important.

8 Conduct On-Boarding and Employee Engagement

8. Conduct On-Boarding and Employee Engagement

Ownership	Days	Tasks
Human Resources - HRO Hiring Manager	14 to up to a year.	Allow selectee to return necessary forms for entry on duty. Conduct on-boarding and orientation process. (Process is ongoing and may take up to a year.)

On-boarding requires the completion of paperwork as well as preparing the new employee to the specific environment of the organization.

Making a good first impression is important when on-boarding a new employee. Your organization should make absolutely sure that new hires feel welcomed, valued, and prepared for what lies ahead during the on-boarding process.

Take the time to welcome a new employee and introduce the people and environment to them.

Share challenges as well as the organization's vision. You can help them understand how they can contribute to the organization's mission.

The better employees are prepared for the work and the work environment the more effective they are.

On-boarding involves both HRO to process the forms for entry on duty and the hiring manager to prepare the new employee for the work and the work environment.

At this step within the hiring process the selectee will be asked to return necessary forms for entry on duty. An on-boarding and orientation process will begin for the selectee. (Process is ongoing and may take up to a year.)

The HRO and the Hiring Manager work together to ensure this process is begun and completed to ensure a successful introduction to the work environment and the job function (see On-boarding checklist on next page).

On-boarding tips

- Welcome new employees;
- Make sure they have all of the following on their first day: office supplies; keys, organization identification and access cards, email and systems access, payroll information, internal phone directory, a map of the office/building.
- Set up a meeting with the team they will be working with.
- Introduce new employees not only to important relationships in the company, but also advise them on how to build these relationships.
- Arrange for them to sit in on key meetings to listen and learn.
- Assign a mentor to meet with the new employee daily, then weekly, then monthly so that questions and concerns can be addressed immediately.
- Provide the new employee with constructive feedback within the first several weeks.

Notes:

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ON-BOARDING CHECKLIST

1. Prepare for Arrival

☐ Before the new employee's start date, coordinate with the appropriate office to mail or e-mail a Welcome Packet, which should include a welcome letter and organizational information. Always take a moment to add a personal note of welcome to the packet. A phone call from you is also an appropriate way to keep your new employees informed and to welcome them.

☐ Collaborate with the staff and assign a sponsor/mentor who will dedicate the time to provide this important support to the new employee.

☐ Ensure that office essentials and reasonable accommodations are ready (desk, computer, file cabinet, and supplies).

2. Make it a Good First Day

☐ Place a welcome note on the new employee's desk.

☐ Give a tour of the building, the office and essential facilities.

☐ Introduce key stakeholders, senior leaders, co-workers, and other managers to the new employee.

☐ Provide a contact list of the office for the new employee.

☐ Connect your new employee with your HR representative for the formal "swearing in", completion of paperwork and security requirements, and explanation of benefits and agency policies.

☐ Provide information about the organization, including the organization chart, and go over everyday aspects about the job.

☐ Plan a lunch with the new hire and co-workers.

☐ Allow some time for the new employee to settle into the office; check in with him or her frequently.

☐ At the end of the day, be sure to discuss the first-day experience with the new employee and answer questions.

3. Cultivation is Key for 90 Days

☐ Block out time especially during the first eight weeks to meet with your new employee, answer his or her questions, and respond to his or her concerns.

☐ Explain job responsibilities for the new employee, set realistic expectations, and provide feedback early and often using clear methods for understanding performance objectives.

☐ Establish a formal performance plan and communicate that you will hold the employee accountable for achieving the goals articulated in the plan.

☐ Provide meaningful work for the new employee and ensure the assignment is understood.

☐ Provide timely and constructive feedback on completed work assignments.

☐ Continue to introduce your new employee to key stakeholders, including staff from other departments and external partners.

☐ Solicit feedback on the onboarding process and make adjustments as needed.

For more information go to: **http://www.cpms.osd.mil/hiring_reform/hiring_index.aspx**

Civilian Personnel Policy

The right people in the right jobs at the right time.

During entrance on duty hiring managers should communicate regularly with the HRO to ensure items are completed and updates on information about the employee are received.

Check - Key Messages of section 8:

		▪ The better employees are prepared for the work and the work environment the more effective they are. ▪ On-boarding involves both HRO to process the forms for entry on duty and the hiring manager to prepare the new employee for the work and the work environment.

Notes:

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